DEFINING TOMORROW

SIAST 2.0

2.0

SIAST fuels economic growth and social development in Saskatchewan. We produce more under grads annually than any other post-secondary institution in the province. We're fast – most of our programs can be completed in one to two years – and our grads are job-ready. We have a track record of **responsive**, relevant training. But we're operating in a changing environment both provincially and nationally.

To ensure we continue to contribute at a high level, in 2008-09 we undertook a long-range strategic visioning project. Extensive consultations with stakeholder groups resulted in four strategic themes that serve as a framework for continued **innovative** and **inclusive** labour market development.

Those four themes will drive SIAST's planning process and will provide a foundation for performance measures. They are:

1. Building successful careers.
   Relevant programming, student-centred services and a commitment to program excellence will position students, including Aboriginal students and new immigrants, for success.
2. Advancing economic and social prosperity.
   We'll stay one step ahead of demand, focusing on advances in applied science, health disciplines and technical education.
3. Leveraging educational innovation.
   We will leverage our expertise in distance education and learning innovation, our relationships with business and industry, and our real-life, problem-solving aptitude.
4. Leading organizational effectiveness.
   Our high-performing workforce, innovative business practices and ethical standards will enable us to build on our position as an education leader aligned with the province's post-secondary priorities.

For a full report on our strategic visioning process, visit www.goSIAST.com/reports.

Dr. Robert (Bob) G. McCulloch
President & CEO

SIAST 2.0 is derived from the term Web 2.0, which refers to web-based software functionality that enhances creativity, information sharing and collaboration among dispersed users. Drawing on this analogy, SIAST 2.0 – the name we gave our strategic visioning process – brings together systems, concepts and ideas from multiple sources to ensure our organization continues to evolve and grow.

2008 | 2009

A BIT ABOUT US

SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for its expertise and innovation. More than 13,000 students are registered in SIAST programs, which touch every sector of the economy; additionally, the organization draws almost 32,000 individual course registrations. It operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provides a number of courses and programs through distance education.

06

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SIAST Administrative Offices
400 - 119 4th Avenue South
Saskatoon SK S7K 5X2
(306) 933-7331

SIAST Palliser Campus
Saskatchewan Street and 6th Avenue NW
P.O. Box 1420
Moose Jaw SK S6H 4R4
(306) 691-8200

SIAST Wascana Campus
4500 Wascana Parkway
P.O. Box 556
Regina SK S4P 3A3
(306) 775-7300

SIAST Woodland Campus
1100 - 15th Street East
P.O. Box 3003
Prince Albert SK S6V 6G1
(306) 765-1500

SIAST Kelsey Campus
Idylwyld and 33rd Street
P.O. Box 1520
Saskatoon SK S7K 3R5
(306) 659-4300

LETTER OF TRANSMITTAL

400–119 4th Avenue South
Saskatoon SK S7K 5X2

September 25, 2009

The Honourable Rob Norris
Minister of Advanced Education,
Employment and Labour
Saskatchewan Advanced Education,
Employment and Labour
Regina SK S4S 0B3

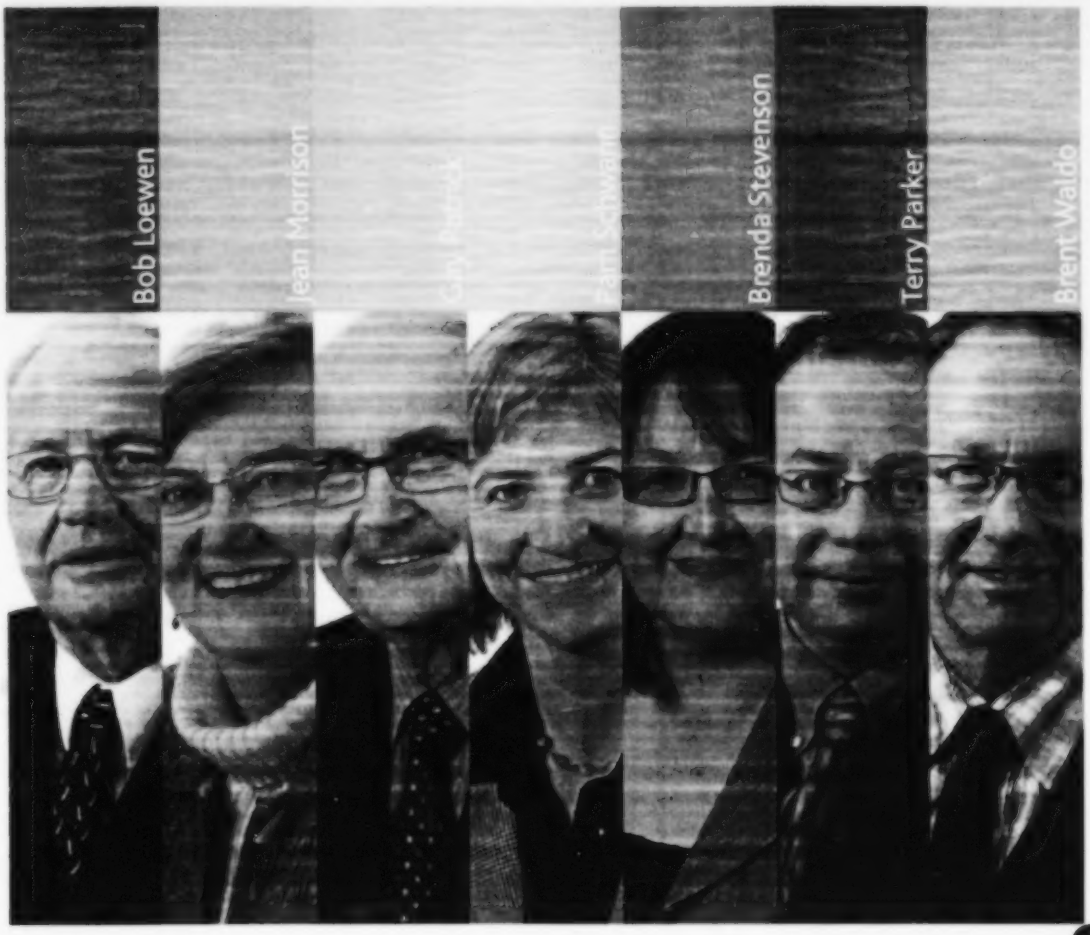
Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST), and in accordance with the provisions of *The SIAST Act*, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2009.

Respectfully submitted,

Alan H.J. Thomarat, Chair
SIAST Board of Directors

Alan H.J. Thomarat
CHAIR
VICE-CHAIR
Donna L. Birkmaier
Ralph Boychuk


Bob Loewen
Jean Morrison
Brenda Stevenson
Terry Parker
Brent Waldo

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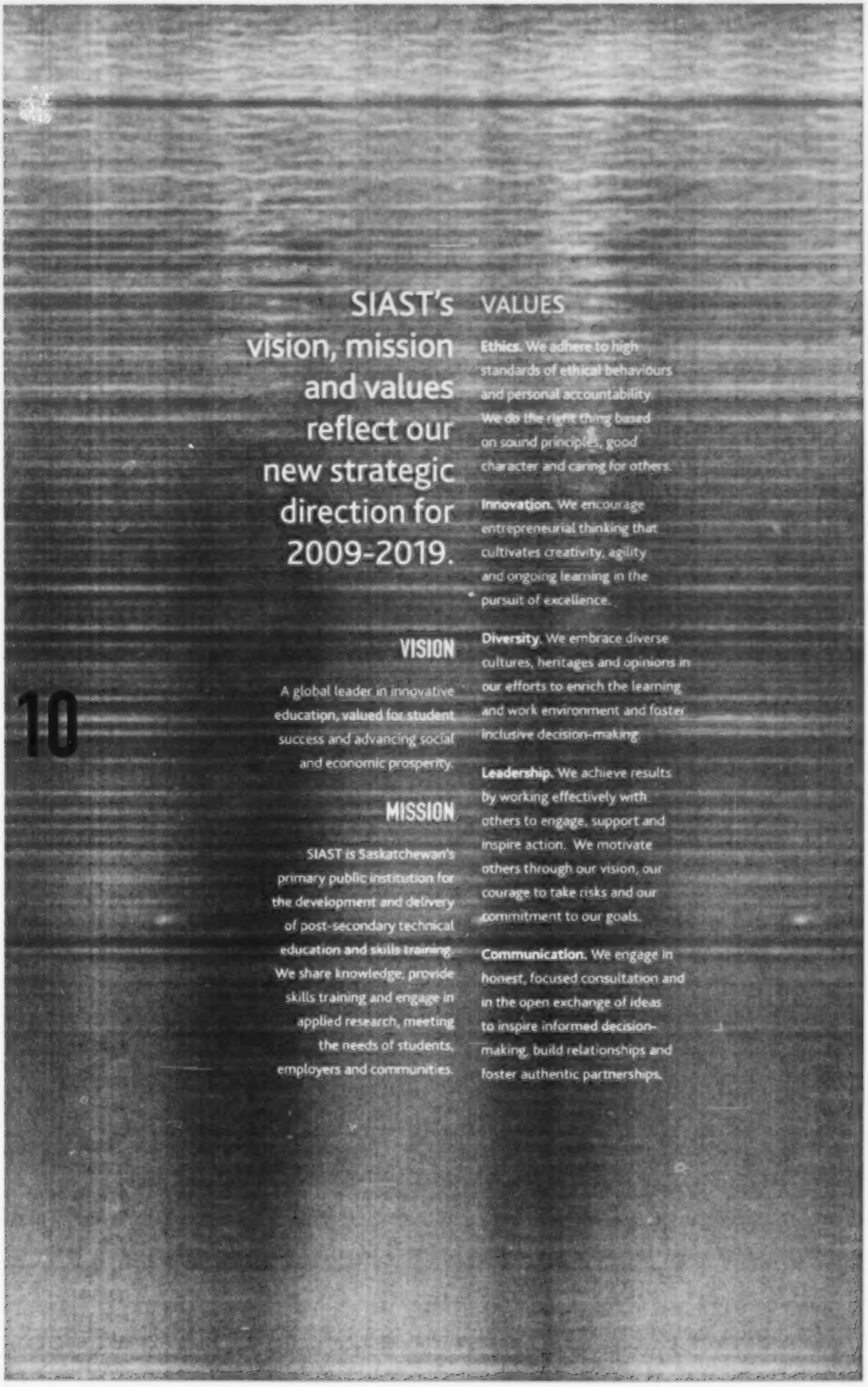


SIAST's vision, mission and values reflect our new strategic direction for 2009-2019.

VISION

A global leader in innovative education, valued for student success and advancing social and economic prosperity.

MISSION

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. We share knowledge, provide skills training and engage in applied research, meeting the needs of students, employers and communities.

VALUES

Ethics. We adhere to high standards of ethical behaviours and personal accountability. We do the right thing based on sound principles, good character and caring for others.

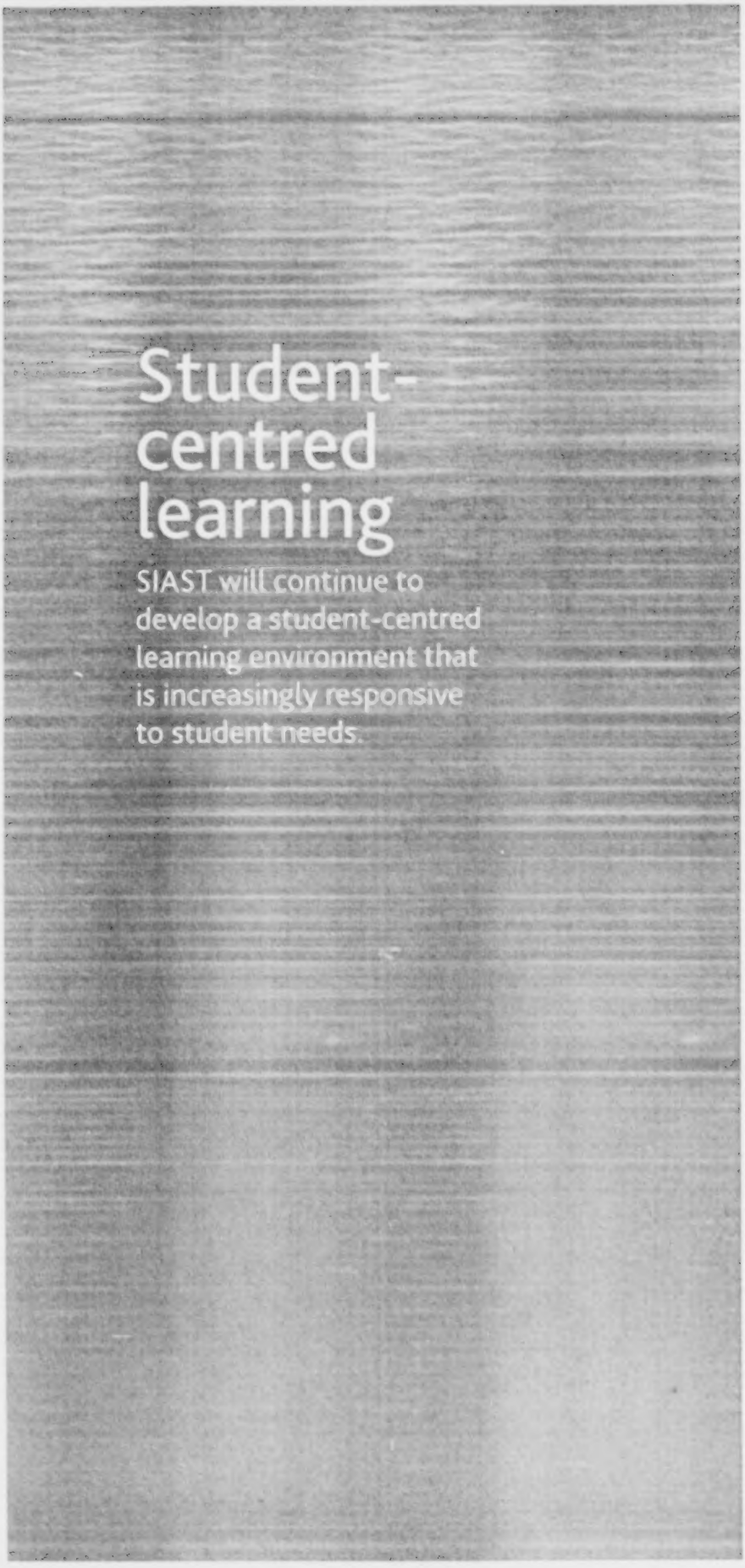
Innovation. We encourage entrepreneurial thinking that cultivates creativity, agility and ongoing learning in the pursuit of excellence.

Diversity. We embrace diverse cultures, heritages and opinions in our efforts to enrich the learning and work environment and foster inclusive decision-making.

Leadership. We achieve results by working effectively with others to engage, support and inspire action. We motivate others through our vision, our courage to take risks and our commitment to our goals.

Communication. We engage in honest, focused consultation and in the open exchange of ideas to inspire informed decision-making, build relationships and foster authentic partnerships.

STRATEGIC
PRIORITY



Student-centred learning

SIAST will continue to develop a student-centred learning environment that is increasingly responsive to student needs.

SIAST was awarded a Canadian Forces Liaison Council Provincial Award of Excellence for Support to Canada's Reserve Force (Saskatchewan).

Computer Systems Technology students at SIAST Kelsey Campus competed in the 2008 ACM Programming Contest held at the University of Saskatchewan. The team of **David Addley** and **Stephen Elliott** was first in the novice category.

Tanner Barmentloo *(photo below)*, an Electronic Systems Engineering Technology student, designed a device that will be used to test therapeutic ultrasound machines before they are sent to hospitals. The project was given to Canadian Food for the Hungry International. Tanner won a SIAST Student Innovation Award.

Goal/objective

Increase recruitment and retention/completion rates of students, particularly Aboriginal learners.

Key accomplishments

Our annual census in October 2008 showed enrolment at SIAST was up almost 11 percent. Nursing education and apprenticeship training experienced the highest increases, with apprenticeship enrolment up 19.4 percent to 3,547 (full-load equivalent).

A study into Aboriginal student success was launched in fall 2008 with the formation of a SIAST-wide committee. Its mandate was to examine recruitment and retention barriers faced by Aboriginal students and to develop a strategy in response. A report, including recommendations, will be completed in fall 2009.

A 10-year agreement was reached with Kawacatoose First Nation for the delivery of pre-nursing courses, the Practical Nursing program and the Basic Diabetes Education for Health Care Providers program. These programs will be delivered at the Kawacatoose First Nation training facility in Quinton, Saskatchewan.

Four Aboriginal Women in Trades exploratory courses were offered – two at SIAST Kelsey Campus in Saskatoon and two at SIAST Wascana Campus in Regina. The Humanities Fund of the Communications, Energy and Paperworkers Union of Canada supported access to child care, transportation and safety equipment.

SIAST launched a redeveloped and redesigned SIAST website in January, targeting primarily potential students.

SIAST's spring student recruitment advertising campaign included billboards, radio and print, along with a pilot text messaging component, increased online advertising and two direct mail drops, up from one the year previous. In the eight weeks following the launch, applications to undersubscribed programs featured in the campaign increased 46.3 percent, almost double the rate of increase during the corresponding period of the previous year's campaign.

The text and online advertising campaign components were funded from an e-marketing allocation in SIAST's Operating and Capital Plan (OCP). The same allocation funded an ongoing project through which microsites are being developed for clusters of programs. The microsites will serve as online destinations for program-specific advertising.

SIAST's Marketing and Communications department commissioned development of two new multimedia presentations – one for Student Recruitment and one for corporate outreach. The presentations were also funded by an OCP allocation.

Goal/objective

Improve educational and student support services to meet the needs of our non-traditional learners and diverse student body, particularly our Aboriginal students and new immigrants to Saskatchewan.

Key accomplishments

In November 2008 we broke ground on our first student housing project – a $6.9-million project, 36-unit family housing complex at SIAST Woodland Campus in Prince Albert. When complete in fall 2009, the student housing is expected to draw a significant number of families from northern Saskatchewan, where a high proportion of the population is Aboriginal. As a result, the project should further increase the participation and success of Aboriginal students in post-secondary education.

The Aboriginal Success in Trades and Technologies transition program drew 14 students at SIAST Kelsey Campus and 18 students at SIAST Woodland Campus compared to 24 students the previous year. The program helps students adapt to campus and city life.

The Science and Health Aboriginal Success Strategy is involved in a new collaborative project, "Representative Workforce Mentorship Program Networking Series: Keeping Students and Educators Connected." Participants include the Native Access Program to Nursing, First Nations University of Canada and the Regina Qu'Appelle Health Region.

In 2008-09, 1.75 full-time equivalent employee positions were added to address increased demand for learning assistance, exam accommodations and registration services for apprenticeship students.

Registration Services developed in-house expertise to evaluate international academic credentials. Approximately 300 files were evaluated, of which one-third were international applicants; the rest were landed immigrants or Canadians with foreign credentials.

An online training partnership between the Peter Ballantyne Cree Nation, Northlands College and SIAST's Practical Nursing program received the Saskatchewan Labour Market Commission Succession Planning Training for Excellence award.

SIAST received a Friends of SCWEA award from the Saskatchewan Career and Work Education Association. In conveying news of the award, SCWEA cited contributions from personnel across SIAST, including Gary Ayotte, Bill Blok, Crystal Gobeil, Shanon Kefford, Mic MacDonald and Terry Seto.

Reg Forbes (photo below), an instructor in the Architectural Technologies programs, won the SIAST President's Award of Excellence for his energy, SIAST's mission and vision at an exceptional level.

Mark Knight, a SIAST Applied Photography grad, received the Master of Photographic Arts certification from the Professional Photographer's Association of Canada, the association's highest award.

Kathy Dreher, Perioperative Nursing program head, fellow faculty and SIAST's Virtual Campus won the 2008 Award of Excellence in Collaborative Design and Development from Campus Saskatchewan.

Vanessa Kostiuk *(photo below)*, a second-year Medical Radiologic Technology student at SIAST Kelsey Campus, volunteer and students' association executive, won a SIAST Student Outstanding Citizenship Award.

Nine medical laboratory technologists, including six educated abroad, completed SIAST distance courses to qualify to practise in Canada.

An Internationally Educated Nurses (IENs) Assessment Centre was established at SIAST Wascana Campus to help IENs adapt to the Canadian health care workplace. The centre is one of several IEN-focused initiatives the SIAST Nursing Division is spearheading or is involved with. The division is also participating in an interprovincial project researching the use of high fidelity simulators with IENs.

The Nursing Division donated more than 20 CPR mannequins to St. Paul University Iloilo in the Philippines.

At SIAST Kelsey Campus, the Basic Education Division collaborated with three high schools and with settlement groups to offer English as an Additional Language in the community, thereby enhancing accessibility. Capacity was doubled to 184 students in Language Instruction for Newcomers to Canada classes at SIAST Kelsey.

Goal/objective

Respond to evolving needs and technologies through innovative modes of instruction such as technology enhanced learning, prior learning recognition and co-operative education.

Key accomplishments

Development of 26 new online courses and revisions to 17 courses took place. More than 200 SIAST courses are now available online. Enrolment in online and televised courses exceeded 5,500 registrations. In total, distance learning drew more than 11,000 registrations.

More than 75 courses were prepped for prior learning assessment and recognition (PLAR) challenge, and another 127 new PLAR-ready courses were implemented. More than half of SIAST's programs provide PLAR in one or more courses. Two programs that have high demand for PLAR challenges – Continuing Care Assistant and Early Childhood Education – redeveloped their PLAR systems to make them more accessible.

All courses in the Recognition of Prior Learning Practitioner advanced certificate program have been developed and are ready for distance delivery, further building capacity for recognizing prior learning in the province.

The Recognition of Prior Learning office developed a Guide to Transfer Credit at SIAST that will help programs develop and maintain articulation agreements to increase student mobility and allow for the recognition of all learning. This is the first of its kind in Saskatchewan. The guide will be available to other post-secondary institutions to use.

Articulation agreements were negotiated with the University of Saskatchewan, Lethbridge College and Royal Roads University for programs in the Community Services and Technology divisions. Articulation agreements were established between the University of Regina and SIAST Business, Community Services and Science and Health divisions. The agreements typically allow SIAST diploma grads to enter the third year of degree programs for greater efficiency of the learning investment.

The addition of the Business Human Resources diploma brings to 14 the number of Business and Technology programs that include a mandatory co-operative education work term. Experiential learning in other SIAST programs includes clinicals, practicums, shop or lab experience, and/or work placements.

A pilot project tested the potential for SIAST Palliser Campus instructors in Moose Jaw to teach via live streaming video at SIAST Kelsey Campus in Saskatoon. As a result, the Business Certificate program will be delivered at SIAST Kelsey starting this fall.

At SIAST Wascana Campus, English as a Second Language instructors are using podcasts to make learning more portable for busy students.

Goal/objective

Pursue degree-granting status in five areas: addictions counselling, architecture, nursing, psychiatric nursing and technology administration.

Key accomplishments

A proposal for SIAST to become a baccalaureate degree-granting institution was submitted to the Ministry of Advanced Education, Employment and Labour in September 2008. If degree-granting status was approved by spring 2009, SIAST would have been ready to accept students into a nursing baccalaureate program in 2010. SIAST was advised, however, to collaborate with the University of Regina on development of a nursing degree program. The University of Saskatchewan will provide a separate program. The

Kerry Peru, a graduate of the Chemical Technology program, received a SIAST honorary diploma for his outstanding achievements in his professional field and his significant contributions in supporting the program and SIAST. Kerry is the current chair of the Program Advisory Committee for Chemical Technology and president of the SIAST Chemical Technology Alumni Group.

Gary Robins *(photo below)*, SIAST Applied Photography instructor at SIAST Wascana Campus, was the first recipient of the new Mentoring Award created by the Saskatchewan branch of the Canadian Artists' Representation/ Le regroupement des Artistes Canadiens.

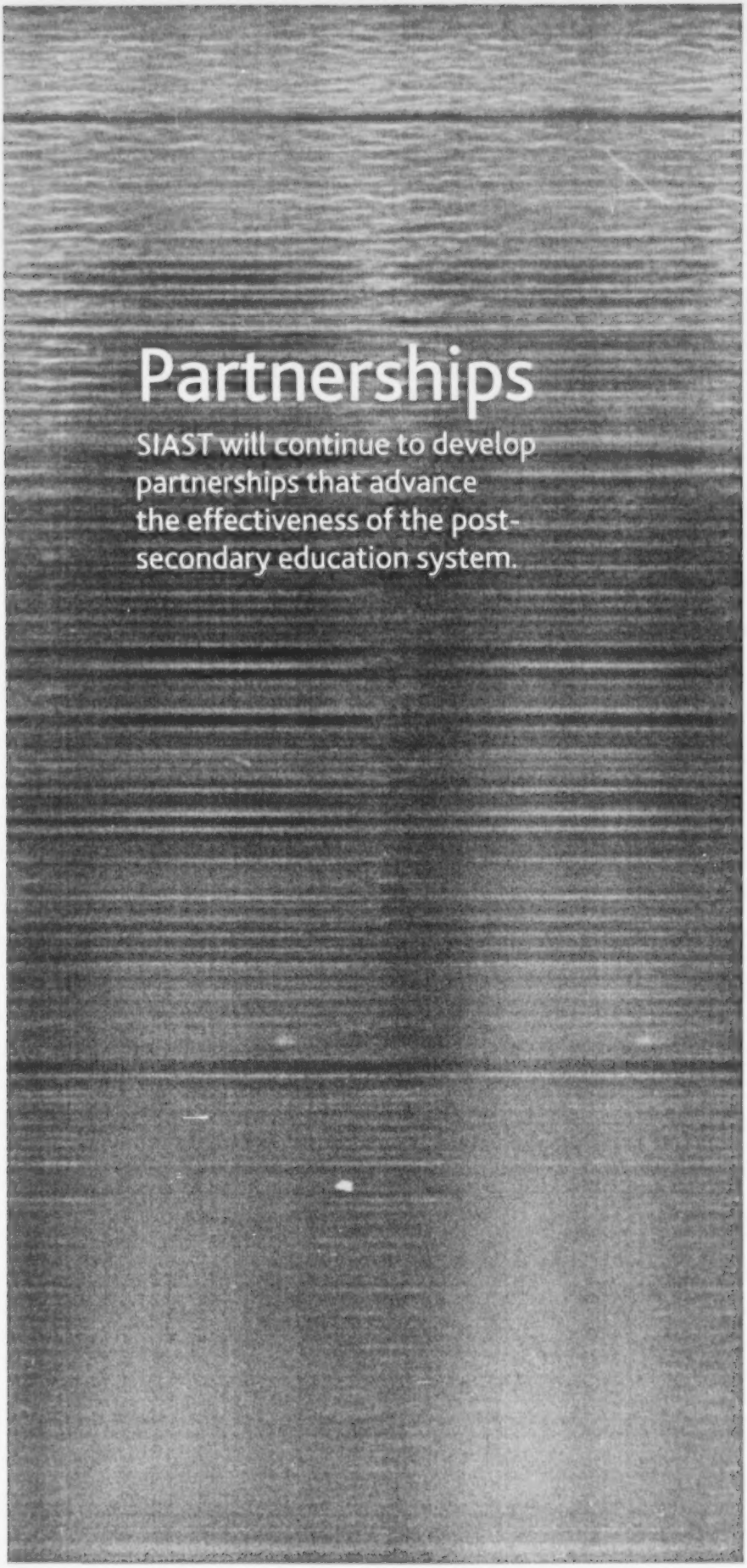
Peter Lapointe, campus director, SIAST Palliser Campus, received a Canadian Association for Cooperative Education honorary life membership. Peter also received an award from the Moose Jaw High School Athletic Association for 30 years of refereeing at local, provincial and college levels. He was recognized by the Moose Jaw Regional Economic Development Authority for long service.

Linda McCaig and **Colleen Schell**, faculty members in the Dental Assisting program, participated in accreditation site visits at colleges across Canada.

Juliet Nielsen *(photo below)*, a librarian at SIAST Wascana Campus, won the SIAST Innovation Award for her contributions to furthering SIAST priorities.

Nursing Education Program of Saskatchewan, which SIAST offers in partnership with the University of Saskatchewan and First Nations University of Canada, will be discontinued beginning with the September 2010 intake.

STRATEGIC
PRIORITY



Partnerships

SIAST will continue to develop partnerships that advance the effectiveness of the post-secondary education system.

Brent Stewart, program head of emergency health care programs at SIAST Kelsey Campus, is the current president of the Saskatchewan College of Paramedics.

SIAST Palliser Campus received the Moose Jaw Business Excellence Awards Healthy Workplace award.

SIAST's Practical Nursing team and Virtual Campus course designer **Denise Nelson** won the 2009 Canadian Network for Innovation in Education Award of Excellence in Instructional Design for an online nursing course.

Kelly Mortenson *(photo below)*, Auto Body program head at SIAST Wascana Campus, received the Skills Canada Instructor Award for 10 years of service on the Skills Canada technical committee.

Goals/objectives

Maintain interactive and reciprocal partnerships with the regional colleges, Saskatchewan Apprenticeship and Trade Certification Commission, other educational institutions, Saskatchewan Labour Market Commission and the Ministry of Advanced Education, Employment and Labour.

Continue to develop relationships and partnerships with Aboriginal organizations and communities.

Key accomplishments

Partnerships with regional colleges and First Nations included delivery of the second year of Practical Nursing with Peter Ballantyne Cree Nation and Northlands College, a second intake of Practical Nursing with the Kawacatoose First Nation, and a new intake of Practical Nursing with Cowessess First Nation and Southeast Regional College.

To reduce the shortage of critical care nurses in the province, the Basic Critical Care Nursing program intake was doubled to 48 students.

Human Resource and Social Development Canada committed $3 million to SIAST's Foreign Credential Recognition project. The project supports the Saskatchewan Immigration Nomination program. Initial involvement focuses on assessing welding and English as a Second Language in Kyiv and Manila. SIAST is working with Saskatchewan Apprenticeship and Trade Certification Commission on this three-year project, which will help address labour shortages, assess the feasibility of capacity building prior to immigration, and develop a model for assessment, competency certification and credential certification.

In October, SIAST graduated its first cohort of 70 graduates from a SIAST Business diploma program at Ho Chi Minh University of Industry in Vietnam. A brokering agreement was signed with the Mauritius Industrial Training Board for delivery of the Business Administration diploma program in Mauritius beginning in September 2009.

SIAST continued as a partner in the Great Plains Applied Research Network, which includes Red River College, Assiniboine Community College and University College of the North. The partnership strives to share research ideas and advance research opportunities for faculty in Saskatchewan and Manitoba.

Goal/objective

Become more flexible, innovative and responsive in initiating, facilitating and expanding partnerships, linkages and economic development efforts, including co-teaching initiatives, where appropriate, with employers throughout Saskatchewan.

Key accomplishments

SIAST is a board member and accountable partner for the Saskatoon Trades and Skills Centre (STSC) at Mount Royal Collegiate – partners include the Saskatoon Public Schools, Greater Saskatoon Catholic Schools, Saskatchewan Indian Institute of Technologies, Dumont Technical Institute, Saskatchewan Apprenticeship and Trade Certification Commission and the Saskatchewan Construction Association. Renovations are underway to repurpose Mount Royal Collegiate into a community-based, integrated adult education training facility. The goal is to have the centre completely operational by September 2010. Short-term trades training has been ongoing at the centre since April 2008. SIAST is a member of the Regina Trades and Skills Centre, a similar collaboration with school boards, training system partners and industry.

SIAST hosted an event with United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Saskatchewan Regional Centre of Expertise on Education for Sustainability. The networking opportunity drew about 20 people from several organizations.

We joined a strategic partnership involving such organizations as Communities of Tomorrow, the University of Regina, Enterprise Saskatchewan, National Research Council, City of Regina and TRLabs. The partners' goal is to provide the best water infrastructure solutions for local and global needs.

As part of a pan-Canadian partnership, SIAST recognition of prior learning (RPL) personnel worked with New Brunswick partners to guide development of prior learning assessment and recognition processes for two mining programs, the SIAST Underground Mining Program and Aura College's Mineral Process Operator Program. Over the next year, project partners will assess and certify the experiential learning of 250 to 300 soon-to-be-laid-off mine workers in New Brunswick, enhancing the workers' employability. The project is being led by the Mining Industry Human Resource Council with SIAST providing both the program and PLAR expertise.

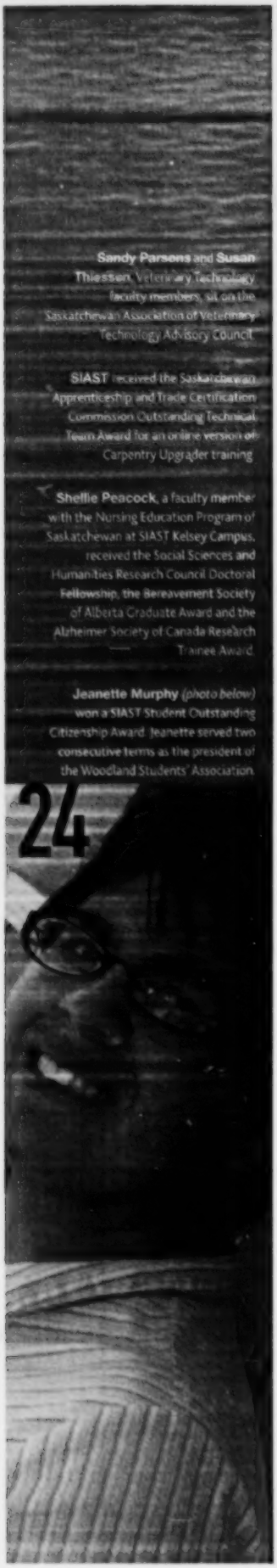
Science and Health, and Nursing divisions launched an Interprofessional Preceptors Education Centre to support preceptors who guide and coach SIAST students during practicums.

The SIAST Green Groups initiative received an award from the Regional Centre of Expertise Saskatchewan, which is affiliated with the United Nations University program.

SWITCH – Student Wellness Initiative Toward Community Health, received the National 2008 Commitment to Care and Service award from Pharmacy Practice Magazine. SIAST students are involved in the project.

Helen Timm, a faculty member with the Psychiatric Nursing program, received the Psychiatric Nursing Education award from the Registered Psychiatric Nurses Association of Saskatchewan.

Norma Wilderman (photo below) a faculty member with the Nursing Education Program of Saskatchewan at SIAST Wascana Campus, won a SIAST Outstanding Service Award.



Sandy Parsons and **Susan Thiessen**, Veterinary Technology faculty members, sit on the Saskatchewan Association of Veterinary Technology Advisory Council.

SIAST received the Saskatchewan Apprenticeship and Trade Certification Commission Outstanding Technical Team Award for an online version of Carpentry Upgrader training.

Shellie Peacock, a faculty member with the Nursing Education Program of Saskatchewan at SIAST Kelsey Campus, received the Social Sciences and Humanities Research Council Doctoral Fellowship, the Bereavement Society of Alberta Graduate Award and the Alzheimer Society of Canada Research Trainee Award.

Jeanette Murphy *(photo below)* won a SIAST Student Outstanding Citizenship Award. Jeanette served two consecutive terms as the president of the Woodland Students' Association.

The Nursing Division is redesigning its clinical practice education to increase capacity and innovation. With funding from the Ministry of Advanced Education, Employment and Labour, five projects were developed in collaboration with the community. The projects were located in Indian Head, Fort Qu'Appelle, Melfort/Tisdale, Beardy's Okemasis Willow Cree Healing Lodge and Health Center, and Strasbourg.

SIAST divisions offered special programming to industry in a variety of formats, including:

- In-service programming through police, health, workers comp and corrections employers in fields ranging from infection control to foot care.
- Apple Canada seminars for students, faculty and industry.
- An addictions counselling conference featuring Dr. Carlton Erickson, author of The Science of Addiction: From Neurobiology to Treatment, and attended by more than 150 people from the addictions field.

Career fairs gave employers pre-graduation access to students at all four campuses. The fairs were attended by 270 employers, up 48 percent over two years.

Goal/objective

Continue to increase employer and industry participation in planning and investments in education and training.

Key accomplishments

Contributions from individuals, corporate partners, special events and other sources rose 17 percent to $1.48 million. Several significant new donor-supported programs resulted in the total of student award disbursements increasing to $1.15 million versus $1.07 million the year previous, an increase of seven percent.

Goal/objective

Maintain existing partnerships and pursue new opportunities with the K-12 school system.

Key accomplishments

SIAST continues to collaborate with Mount Royal Collegiate and ED Feehan High School in Saskatoon and Martin Collegiate in Regina to establish high school level credit programs that are transferable to SIAST or apprenticeship programs such as Automotive Service Technician, Carpentry, Electrician, Parts Management Technician and Continuing Care Assistant.

Biotechnology faculty are working with ED Feehan instructors to help develop laboratory exercises, some of which their students can perform in SIAST Kelsey Campus laboratories.

STRATEGIC
PRIORITY

Employees

SIAST will continue to improve recruitment and retention of talented and diverse faculty, staff and administrators to achieve excellence throughout the organization.

Two SIAST students, **Nicole Barteski** and **Amanda Collins**, have each won a $4,000 federal government Millennium Award. The award recognizes good citizenship, academic achievement, leadership and an interest in innovation.

Adriana Booth, faculty member in the Biotechnology program, **was a guest judge** at the Sanofi Aventis Biotech Challenge where high school students present their biotech projects.

Stacey Brabant, a counsellor with Basic Education at SIAST Wascana Campus, was nominated for the second year for a National Aboriginal Achievement Award.

Netha Dyck *(photo below)*, dean of Nursing, was elected to the Canadian Nurses' Association (CNA) committee on nominations.

Key accomplishments

In response to high demand, the capacity of Aboriginal awareness training was doubled to accommodate approximately 500 SIAST employees.

SIAST hired 30 people of Aboriginal ancestry, up from 25 the year previous; 124 SIAST employees are Aboriginal.

Key accomplishments

Courses and workshops offered by Human Resources drew 916 registrations. Topics ranged from supervisory skills to knowledge transfer.

SIAST's Instructional and Leadership Development Centre expanded introductory programming for the Faculty Certificate Program (FCP), which is offered to new faculty. The centre also streamlined recognition of prior learning (RPL) opportunities, resulting in a 240 percent RPL increase. FCP activities will result in 29 graduates in 2009, almost a three-fold increase.

SIAST's eligibility to apply to the Natural Sciences and Engineering Research Council of Canada (NSERC) for funding was approved in January. NSERC supports research and development activities at post-secondary institutions.

Seven applied research project proposals from faculty each received seed funding of $5,000 through SIAST's Office of Applied Research and Innovation. Projects included green house design, Saskatchewan police recruitment methods, funeral services cultural and religious practices, child care centre best practices and municipal green practices.

More than 175 faculty and staff attended workshops to increase awareness and encourage innovation in applied research.

Virtual Campus faculty trainers conducted training sessions and workshops for 1,039 employees on topics related to technology integration in teaching and learning. The Virtual Campus sponsored 12 projects designed to build faculty capacity and increase the use of technology in the classroom.

A national photo educators conference was held at SIAST Wascana Campus. SIAST also hosted conferences for educators of internationally educated nurses and for practical nurse educators.

More than 28 nursing faculty presented at provincial, national and international conferences. The Nursing Division hosted a three-day Great Teachers Seminar for 37 faculty. It established the Institute for Nursing Scholarship, which will advance the exploration, generation, dissemination and application of new knowledge related to nursing education and practice in Saskatchewan.

Goal/objective

Offer competitive compensation and clear performance measures.

Key accomplishments

Approximately 280 SIAST employees received market stipends in order to alleviate recruitment and retention pressures.

Goal/objective

Advance a review of out-of-scope pay bands.

Key accomplishments

The out-of-scope performance planning process was revised and implemented in 2008. Pay bands were reviewed and a new system devised. It has not yet been fully implemented.

Dr. Judy Boychuk Duchscher, on the nursing faculty at SIAST Kelsey Campus, received a 2009 Saskatchewan Healthcare Excellence Award for her exceptional leadership and pioneering work in identifying and addressing the new graduates' journey of transition to professional practice.

Nicola Burns, a faculty member in the Cytotechnology program, is the Saskatchewan representative on the board of directors for the Canadian Association of Medical Laboratory Educators.

Sue Mack-Klinger (photo below), program head for the **Pharmacy Technician program**, is a member of the Pharmacy Technician Registration Advisory Working Group, a newly formed provincial task force for regulation of the profession.

The **Civil Engineering Technology** program celebrated 50 years of delivery at SIAST Palliser Campus.

The **Carpentry** program at SIAST Palliser Campus built gazebos for the Wakamow Park in Moose Jaw. The Lions Club bought the material.

Michelle Dodd, a student in the Dental Hygiene program, was one of the founding members of SEARCH (Student Energy in Action for Regina Community Health), an inter-professional student health care project that will begin providing after-hours clinical and social services in the core neighbourhood of Regina in fall 2009.

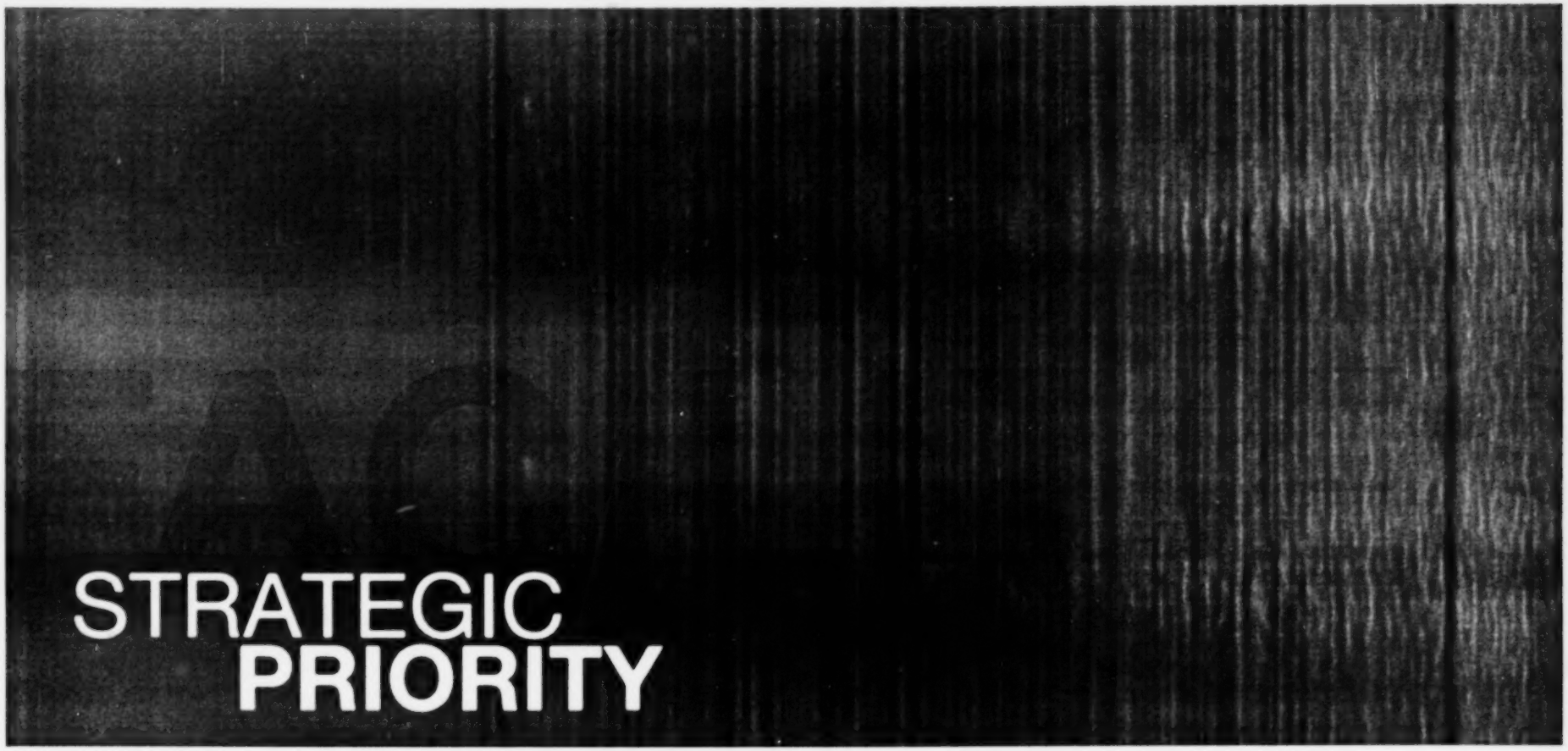
Reny Loewen *(photo below)*, a facilitator in the Nursing Education Program of Saskatchewan at SIAST Kelsey Campus, won a SIAST Outstanding Service Award.

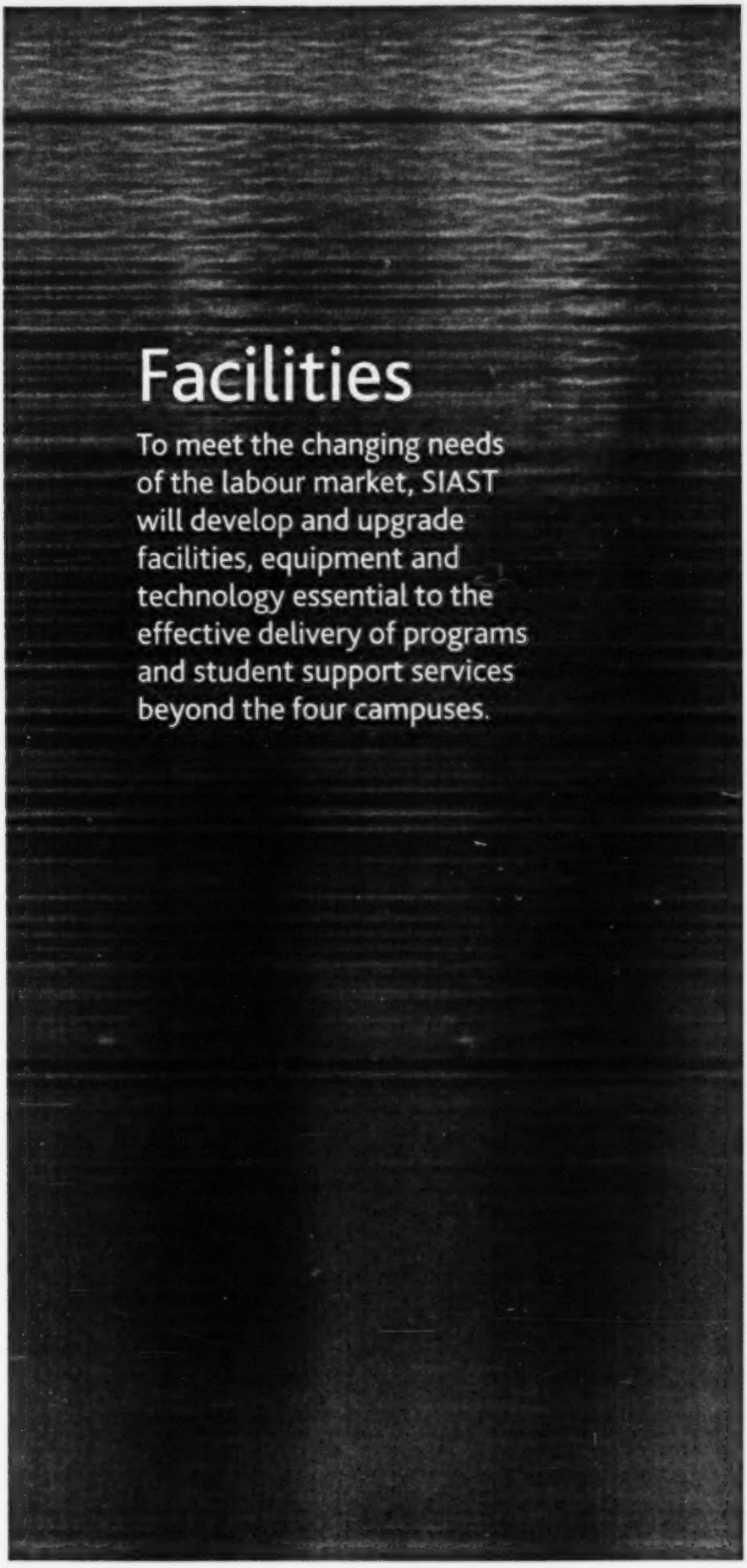
Goal/objective

Develop a well-defined succession plan for management.

Key accomplishments

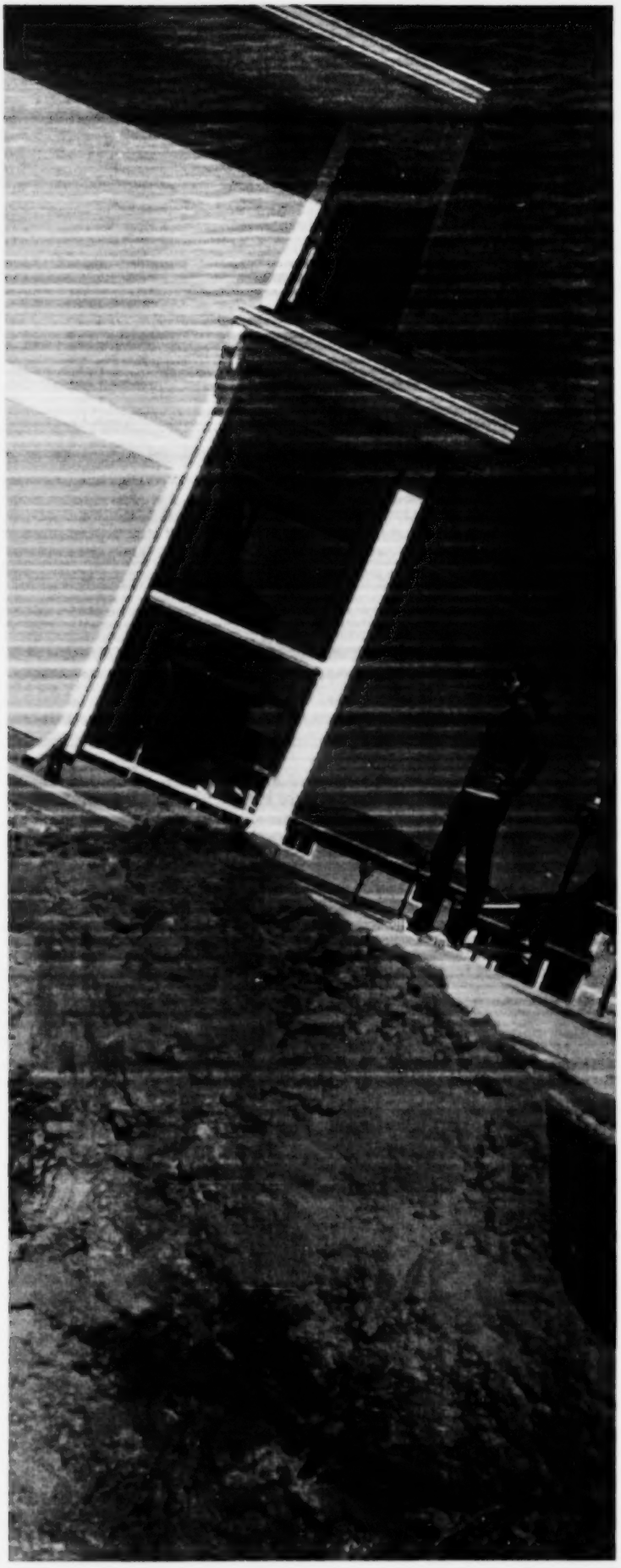
SIAST completed a strategic workforce action plan that will help address risks related to talent management challenges. Roll-out of the plan engages each SIAST division in developing strategies for its specific risks.


STRATEGIC
PRIORITY



Facilities

To meet the changing needs of the labour market, SIAST will develop and upgrade facilities, equipment and technology essential to the effective delivery of programs and student support services beyond the four campuses.



Dan Danforth, a Basic Education program head at SIAST Wascana Campus, is chair of the Regina Family Literacy Network.

Lou Charlebois, an essential skills consultant located at the SIAST Administrative Offices, has been awarded an Honorary Life Award from the Saskatchewan Association of Human Resource Professionals.

Katherine Zmetana, program head for the Dental Assisting and Dental Hygiene programs, was appointed to the educational advisory committee of the Canadian Dental Hygiene Association.

Patty Yuzek *(photo below)*, a procurement business analyst at SIAST Palliser Campus, won a SIAST Outstanding Service Award.

Goal/objective

Obtain financial support to provide SIAST with requisite facilities for instruction and student support initiatives such as student residences, inner city housing and online learning.

Key accomplishments

Through its Knowledge Infrastructure Program, the federal government pledged to support SIAST's $12.9-million Saskatoon Health Technologies Project with a commitment of $6.2 million. The project includes interior renovations to the Davies Building at SIAST Kelsey Campus and development, with provincial government funding, of an interprofessional simulation learning centre for health and nursing students in the main building. Funding was also secured from the provincial and federal governments for the Phase 2 expansion of nursing education into SIAST Wascana Parkway Centre ($5 million), shop redevelopment at SIAST Woodland Campus ($2.35 million) and creation of a plumbing shop at SIAST Wascana Campus ($500,000).

Northern Lights Develoment Corporation and Cameco pledged $250,000 and $200,000 respectively to SIAST's $6.9-million student housing project in Prince Albert. The provincial government, through Saskatchewan Housing, is contributing approximately $3.5 million to the project, and the City of Prince Albert is providing $180,000.

Goal/objective

Investigate and pursue the potential of capital fundraising as a way to enhance SIAST's effectiveness.

Key accomplishments

A modified capital fundraising plan reflecting current economic uncertainty has been developed, and a review of designated items or projects for capital fundraising is being conducted. Donor prospects have been identified and researched, and the cultivation of donor prospects with the highest potential for giving has commenced.

Goal/objective

Ensure that space utilization reflects the changing needs of SIAST and the province.

Key accomplishments

Ventilation improvements are underway in an industrial wing at SIAST Palliser Campus. The Instrumentation lab and office area, campus nurse accommodation, classroom upgrades and fitness centre projects at SIAST Palliser were completed.

Renovations in the medical diagnostics programs area at SIAST Kelsey Campus accommodated a 25 percent capacity increase in three programs.

Goal/objective

Enhance the efficient and effective use of existing and future space.

Key accomplishments

Planning began on acquisition of approximately 90,000 square feet to house technical training programs currently located at the SIAST Kelsey Campus. The new space would serve as a technology centre of excellence and allow the main campus to bring back programming from remote locations around the city.

In Saskatoon, short-term leases continue to offset space shortages as we seek funding for longer-term solutions. Work continues on the Ontario Avenue project, which will be an expansion facility for SIAST Kelsey Campus. Renovations are nearing completion to accommodate several trades and paramedic programs in the fall of 2009.

Small projects are being implemented to capture usable space, such as conversion of hallway space into offices at SIAST Kelsey Campus.

Master planning efforts at SIAST Palliser and SIAST Wascana campuses were started. These efforts will parallel the SIAST Kelsey master planning process. That undertaking identified significant shortfalls in training, student services and administrative support space.

Roni Clubb, a faculty member with the Practical Nursing program, was invited by the Canadian Patient Safety Institute to participate in the development of the Safety Competencies Framework, Canada's first comprehensive patient safety network.

SIAST received a Champions of Change award from the Provincial Ministry of First Nations and Metis Relations. The award recognizes representative workforce efforts – both through student recruitment and retention and human resource initiatives.

Kim Deydey and **Alice Gaucher**, medical diagnostics faculty, were Saskatchewan Health Care Excellence Awards finalists.

Lynn Wilson *(photo below)*, registration services representative at SIAST Woodland Campus, won a SIAST Outstanding Service Award.

Diana Davidson Dick, professional affiliate and former dean of Nursing at SIAST, received the Order of Merit for Nursing Education from the Canadian Nurses' Association.

Bob Fenner, a faculty member in emergency health care at SIAST Kelsey Campus, sits on the board of directors of the Saskatchewan College of Paramedics.

Audrey Hall *(photo below)*, continuing education consultant, facilitated the University of Toronto's Orientation to the Canadian Health Care System – Culture and Context course in Saskatoon for internationally educated health professionals.

Brian Henderson, program head of Student Development at SIAST Kelsey Campus, was invited by the Canadian Council on Learning to participate in a policy roundtable related to health and post-secondary academic success.

Construction began on the Saskatoon Trades and Skills Centre. This $17-million project, at Saskatoon's Mount Royal Collegiate, is funded by the Ministry of Advanced Education, Employment and Labour and will house several SIAST Community Services programs and several post-secondary trades training programs, in addition to ongoing secondary school classes. Several partners will use the space, including SIAST.

SIAST is moving forward with the implementation of Infosilem software to ensure that existing facilities are scheduled and used in the most efficient way possible.

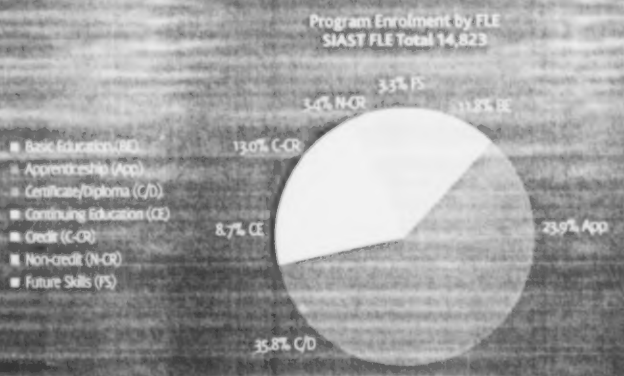
Goal/objective

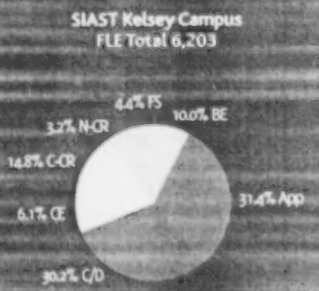
Seek public-private partnerships to address capital challenges, thereby accelerating our response to employer and labour market needs.

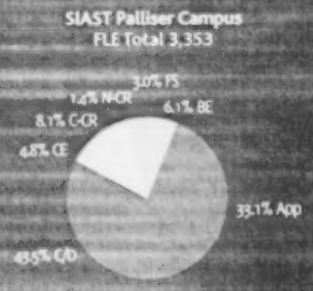
Key accomplishments

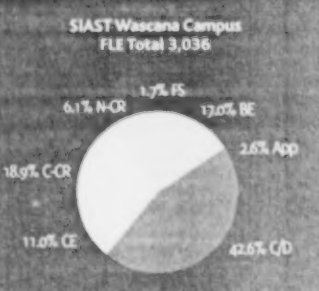
SIAST engaged in discussions with potential private sector partners around the development of training space for SIAST Kelsey Campus. These partnerships may prove to be necessary if provincial budgets cannot support capital funding requests. Without added training space, SIAST cannot continue to sustain existing programming. Public-private partnerships will require SIAST to engage outside resources to ensure that the process moves quickly with a minimum of institutional risk.

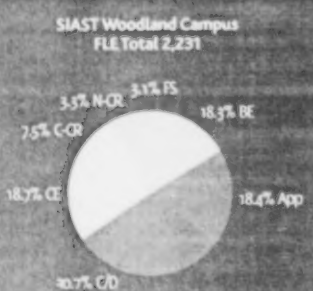
SIAST STUDENT STATISTICS











NUMBER OF CREDENTIALED PROGRAMS OFFERED

Programs Offered	2007/08	2006/07	2005/06	2004/05	2003/04
Certificate	110	108	113	121	114
Diploma	49	49	51	52	51
Degree	2	2	2	1	1
Apprenticeship	28	28	26	27	27
Total Programs Offered	189	187	192	201	193

GRADUATE CENSUS DATA

	2007/08	2006/07	2005/06	2004/05	2003/04
Certificate	2,869	2,926	2,947	3,427	3,042
Diploma	768	788	796	893	866
Total Graduates	3,637	3,714	3,743	4,320	3,908

ENROLMENT CENSUS DATA BY FULL LOAD EQUIVALENT (FLE)

Enrolment Reported by FLE	2007/08	2006/07	2005/06	2004/05
Program Enrolment				
Basic Education	1,748	1,150	1,219	1,111
Apprenticeship	3,547	2,970	2,678	2,512
Certificate/Diploma	5,310	5,011	4,918	5,232
Continuing Education credit programs	1,287	1,402	1,257	1,310
Total Program Enrolment	11,892	10,533	10,072	10,165
Course Registration Enrolment				
Credit (C-CR)	1,933	1,743	1,727	1,929
Non-credit (N-CR)	504	514	652	613
Total Course Registration Enrolment	2,437	2,257	2,379	2,542
Future Skills (FS)	494	579	562	617
Total Enrolment Reported by FLE	14,823	13,369	13,013	13,324

Full-load equivalent (FLE) is a method of counting enrolled students by converting all registrations according to predetermined formulas that are inclusive of all types of training activity at SIAST.

SIAST Certificate programs delivered through regional colleges are included in continuing education credit programs.

Individual credit course registrations include students who have not been admitted into a SIAST program.

Certificate programs include applied and advanced certificates.

In 2005, SIAST implemented an enrolment data mart to enhance data reporting capabilities. During implementation, methods of defining and reporting student enrolment were refined to align with current business processes. Data for the 2003-04 academic year remains based on historical Banner reporting.

Reporting of Basic Education activity continues to be refined within Banner and the data mart. As such, the FLE enrolment for Basic Education reported from the data mart for 2004-05 to 2006-07 does not fully reflect all activity in this division. The increase in the 2007-08 Basic Education figure reflects the reporting refinements made to date, which more accurately reports Basic Education activity.

Includes all SIAST credentials awarded – on-campus programs and those offered through continuing education.

Graduate figures do not include Nursing Education Program of Saskatchewan (NEPS) – students graduate with a degree from the University of Saskatchewan.

2008-09 student statistics will be available on SIAST's website after November 1, 2009.

Programs that are offered at multi- locations – counted as one program.

Programs with multiple credentials – counted as separate programs.

STATISTICS

EDUCATION EQUITY PARTICIPATION (% ENROLMENT)

SIAST Participation rates 2007-08

Designated Groups of Students	All programs*	Certificate/diploma programs**
Persons of Aboriginal ancestry	[illegible]%	15.6%
Persons with disabilities	[illegible]%	5.5%
Persons of visible minorities	3.3%	4.7%
Female students	43.1%	58.2%

*Apprenticeship, Basic Education and Skills Training, Industry Training, Continuing Education

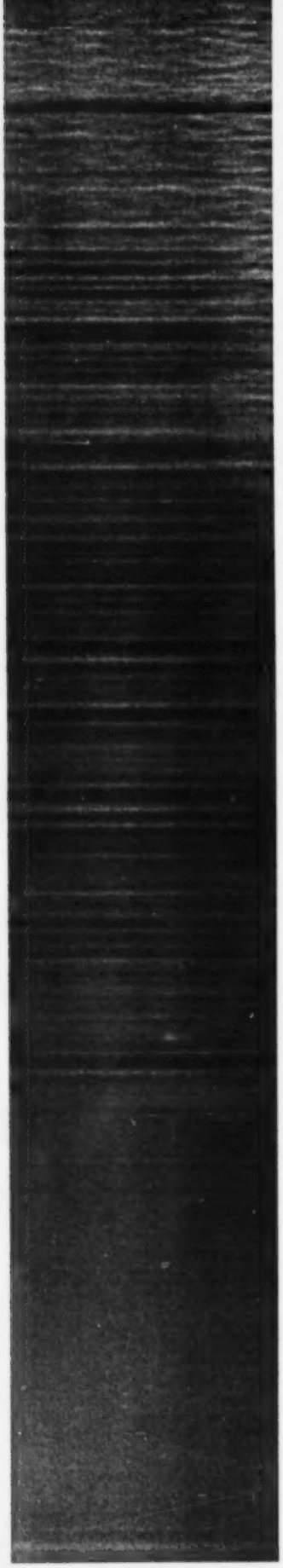
**Includes continuing education programs delivered at regional colleges

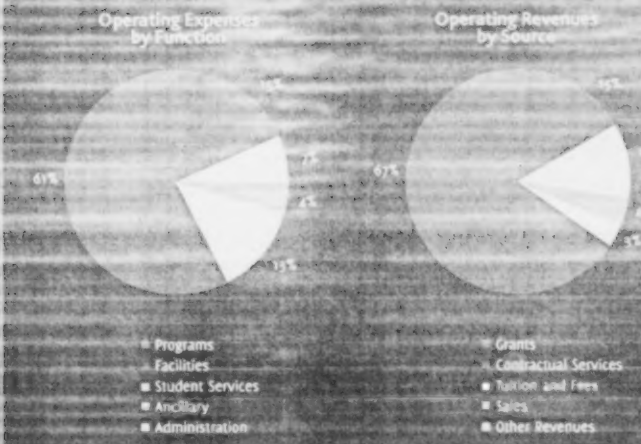
FULL-TIME EQUIVALENT (FTE) TOTALS

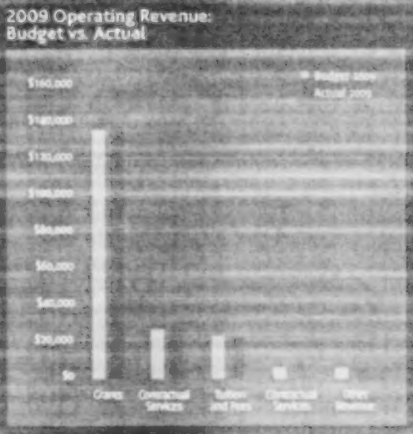
July 1, 2008 to June 30, 2009 and July 1, 2007 to June 30, 2008

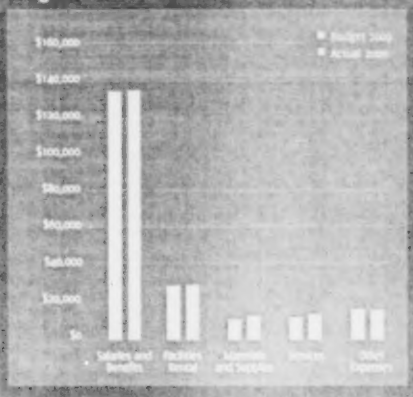
	Academic		Professional		Out-of-Scope Services		Totals	
	2008/09	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09	2007/08
Kelsey	418.60	404.16	149.37	140.08	13.91	14.65	581.88	558.89
Palliser	183.49	184.50	86.76	79.64	11.51	11.45	281.76	275.59
Wascana	255.51	249.99	132.07	124.08	11.95	13.55	399.53	387.62
Woodland	143.51	148.77	80.50	80.64	10.75	10.82	234.76	240.23
Admin. Offices	6.50	4.43	65.82	58.44	50.35	45.47	122.67	108.34
Totals	1,007.61	991.85	514.52	482.88	98.47	95.94	1,620.60	1,570.67

(Does not include casual and/or employee service contracts.)




Operating Expenses by Function
61%
7%
4%
3%
Programs
Facilities
Student Services
Ancillary
Administration
Operating Revenues by Source
67%
4%
3%
Grants
Contractual Services
Tuition and Fees
Sales
Other Revenues


2009 Operating Revenue: Budget vs. Actual
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
Grants
Contractual Services
Tuition and Fees
Contractual Services
Other Revenue


2009 Operating Expenses: Budget vs. Actual
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
Salaries and Benefits
Facilities Rental
Other Expenses

MANAGEMENT DISCUSSION AND ANALYSIS

Operating environment

Although the global recession in 2009 may have slowed provincial economic growth in the short term, SIAST remains under significant pressure to respond to increased demand for skilled workers. The fundamentals behind Saskatchewan's economic boom in 2008 are still in place – high demand for Saskatchewan's resources and an aging and shrinking workforce.

The world's appetite for Saskatchewan's natural resources, energy and food production will accelerate once again, renewing and sustaining the momentum generated in 2007 and 2008. In those two years, SIAST enrolments in apprenticeship alone were up 40 percent. In 2009, we continued to deal with the ramifications of rapid expansion in industrial trades and in other program areas.

Our campuses are full and overflowing. In fact, the largest single obstacle we face in meeting the challenge of building Saskatchewan's human capital is a lack of training space to accommodate program expansions. We are operating at or above capacity at each of our four campuses. Additionally, our buildings in Saskatoon and Moose Jaw in particular are showing the effects of their 40-plus years.

We continue to seek short-term and make-do arrangements that will enable us to meet labour market needs while we advocate for support of longer-term solutions. This approach represents a significant drain on management and operational resources. It is inefficient and ultimately unsustainable.

Financial performance (dollars in thousands)

In 2008-09, SIAST experienced a surplus of revenue in excess of expenses of $1,201.

SIAST entered the year with the expectation of an operating deficit of $1,800. The primary factors that contributed to the unanticipated surplus were strong demand for contractual training during the year, resulting in increased revenue not fully offset by the additional costs of delivery, combined with significant salary savings in a number of divisions due to continuing difficulties recruiting and retaining staff given Saskatchewan's current robust economy. Contractual revenues can fluctuate significantly from year to year, and the salary savings are not expected to persist, therefore SIAST continues to project ongoing operational deficits in the absence of any general funding increases.

Despite the unplanned operating surplus, a higher than anticipated level of capital expenditures during the year contributed to an overall decline in SIAST's operating net assets balance. With a deficit of $1,300 projected for 2009-10, along with continued high levels of capital expenditures projected, most notably on completion of the Prince Albert student housing project, the accumulated surplus will continue to be drawn down to a level consistent with SIAST policy.

Highlights: Actual 2009 compared to 2008 (dollars in thousands)

- Excess of revenue over expenses for 2009 was $1,201, down $4,643 from 2008.
- Grants increased by $7,232 or 5.5% as a result of provincial government increases to the operating and facilities grants. The increases were largely required to fund increased salary costs resulting from the final year of the current collective agreement. Portions of the increases also related to funding for continuing targeted program expansions, particularly in the Nursing division.
- Contractual services revenue increased by $4,003 or 15.2%, mainly from increased apprenticeship training driven by the recent increased demand for skilled tradespersons in Saskatchewan. Additional revenue generated by new projects in the Business Development and International Partnerships division was also a factor, along with a general increase in demand for continuing education programming. These increases were partially offset by a decrease in work-based training occurring under the Future Skills/Job Start program, which was due to recruitment issues experienced by employers participating in the program.
- Tuition and fees revenue increased by $874 or 4.2% due primarily to an increase in core tuition rates over the previous year.
- Sales increased by $1,051 or 14.5% resulting mainly from increased bookstore and cafeteria sales, driven by a combination of increased student numbers on campus as well as general price increases.
- Amortization of deferred capital contributions increased by $764 or 24.0%. This is a result of increased levels of spending on capital projects funded by the Ministry of Advanced Education, Employment and Labour (AEEL).
- Investment income decreased by $671 or 50.8% as interest rates dropped significantly in the year.
- Salaries and benefits expenses increased by $11,366 or 9.3% due to a combination of increases related to the final year of the current collective bargaining agreement and salaries resulting from additional apprenticeship and contract training activity and program expansions.
- Facilities rental expense increased by $1,982 or 7.4% due to general rental rate increases and the acquisition of additional training space.
- Materials and supplies expense increased by $2,202 or 22.0%. Much of this increase came from resale purchases and was the result of increased sales combined with a softening Canadian dollar after last year's exceptionally favourable exchange rates. The remaining increase was due mainly to purchases related to program expansions and increased apprenticeship training.
- Services expense increased by $1,082 or 9.0% due mainly to costs associated with the delivery of new projects in the Business Development and International Partnerships area.
- Amortization expense increased by $797 or 11.3% due to significant spending on new capital projects, largely funded by grants from AEEL.
- Travel and professional development expense increased by $604 or 16.0% due largely to increased activity in Business Development and International Partnerships.

- Total assets increased by $18,944 or 19.0% due mainly to capital and special project funding.
- Total liabilities increased by $17,842 or 23.6%, mainly as a result of the deferral of the funding noted above.
- Net assets increased by $1,102 or 4.6% due to the operating surplus in the current year.

Highlights: Plan 2009 (dollars in thousands)

- Excess of revenue over expenses for 2009 was $1,201 compared to a planned deficit of $1,800. The main areas of variation from the plan follow:
- Contractual services revenue exceeded plan by $4,803 or 18.8% due to increased apprenticeship, international and continuing education training.
- Tuition and fees were $829 or 3.7% lower than plan due to enrolment shortfalls for core programming in a number of divisions, most notably in Industrial Training and Community Services. To a large extent, the shortfalls in core programming were offset by increased demand for similar training through apprenticeship or continuing education, reflecting the strong job market and increased employer-sponsored training.
- Sales revenues were $1,740 or 26.5% greater than plan due to increased bookstore and cafeteria activity at all campuses, but primarily at SIAST Kelsey Campus. There were also additional service sales in some areas, most notably for education equity tutorial services and for testing services, as well as the recognition of funding relating to the Prince Albert student housing development.
- Amortization of deferred capital contributions was lower than budget by $611 or 13.4% as a result of spending on grant-funded capital projects progressing more slowly than anticipated.
- Investment income was $391 or 37.6% below plan as a result of a significant decline in interest rates during the year.
- Salaries and benefits were greater than plan by $388 or 0.3%. Significant savings due to vacancies in a number of divisions were offset by the costs of delivering additional apprenticeship and other contractual training.
- Materials and supplies expense exceeded plan by $1,959 or 19.1%. Much of the difference came from resale purchases, resulting from increased sales combined with a softening Canadian dollar after last year's exceptionally favourable exchange rates. The remaining increase was due mainly to purchases related to program expansions and increased apprenticeship training.
- Service expense exceeded plan by $1,623 or 14.1% resulting mainly from higher-than-planned agency fees due to additional contractual activity in Business Development and International Partnerships.

Highlights: Plan 2010 (dollars in thousands)

- A deficit of $1,300 is projected for 2010, while a deficit of $1,800 was projected for 2009. The most significant areas of anticipated change are:

- Operating and facility grants are projected to increase by $6,918 or 5.1% as a result of the increases in the 2009-10 provincial budget, relating mainly to ongoing program expansions and facilities rental increases.
- Contractual revenues are expected to increase by $2,265 or 8.9% due to increased continuing education and apprenticeship training.
- Salaries and benefits are expected to increase by $6,416 or 4.8% due to program expansions supported by additional grant funding and due to other program and support enhancements.
- Facilities expense is projected to rise by $2,326 or 7.8% resulting from the acquisition of additional training space and from general rate increases.
- Despite the projected $1,300 deficit, operating net assets are expected to remain above the minimum 1.5% of total revenue as per policy.

Capital spending summary (dollars in thousands)

In 2009, SIAST made purchases of capital assets totaling $24,305, which were funded via operating funds designated for capital replacement, provincial capital funding (including both capital funding as part of the annual provincial budget and additional provincial capital provided during 2009) and unspent capital funding received in prior years. The majority of the minor capital expenditures were made to replace equipment, technology and books. Major capital expenditures during the year included renovations to two new buildings to convert them to SIAST's use and also the construction of a student housing complex at SIAST Woodland Campus.

Risk management

SIAST continues to advance its risk management approach to ensure SIAST is achieving its strategic objectives while managing adverse risks. The key risk categories identified by the SIAST board of directors and senior management where risk management resources and efforts were focused are:

- Student recruitment and retention
- Facility development
- Funding
- Faculty and staff recruitment and retention
- Union relationships
- Increasing reliance on information and technology
- Student and employee safety
- Partnerships
- Political
- Governance

In early 2008 the office of the provincial auditor performed an audit at SIAST to assess whether the SIAST board used adequate risk management processes as of June 30, 2008. The results of this audit were received in autumn 2008 with the recommendations that SIAST's board use more comprehensive risk management policies and procedures, and that SIAST's board require that the written risk management reports it receives include analysis of risk and outcomes of risk management. The implications and follow-up of this audit include:

- A risk management professional development session for SIAST's senior management assembly was held in early spring.
- SIAST joined the Strategic Risk Council led by the Conference Board of Canada. The council provides current information, professional development sessions and support on risk management practices and models.
- Through a tender process, SIAST will secure consulting support to develop a response strategy that will provide SIAST with expert advice and leadership in the assessment and development of a more comprehensive risk management framework, policies and procedures. Part of this support will include recommendations on the establishment of a risk management office and the hiring of related personnel.
- SIAST will continue the phase-in of risk management linked processes such as the strategic visioning plan, the development of an accountability framework with related performance measures and the enhancement of information databases and reporting tools.

In summary, as early adopters in implementing an approved risk management process that includes the annual review, prioritization and reporting of its major risks, SIAST's board of directors and senior management recognize the importance of risk management at SIAST. SIAST will continue to strive towards developing more integrated and comprehensive risk management policies and procedures, and will enhance written risk management reports. Due to the size and complexity of this task and the additional resources required, it will take time to phase in. However, the eventual outcome objective is a harmonized and integrated risk management system that will better align governance and management around risk.

Key financial results and data (dollars in thousands)

	2008 Actual	2009 Plan	2009 Actual	2010 Plan
Operations				
Excess (deficiency) of revenue over expenses	$ 5,844	$ (1,800)	$ 1,201	$ (1,300)
Grants	130,745	136,538	137,977	143,456
Contractual services	26,323	25,523	30,326	27,788
Tuition and fees	20,958	22,661	21,832	23,169
Sales	7,248	6,559	8,299	6,913
Salaries and benefits	122,129	133,107	133,495	139,523
Facilities rentals	26,872	28,916	28,854	31,242
Materials and supplies	9,996	10,239	12,198	10,608
Services	12,084	11,543	13,166	11,610
Amortization	7,059	8,429	7,856	8,681
Travel	3,768	4,127	4,372	4,504
Financial Position				
Operating net assets	$ 8,773	$ 7,031	$ 7,699	$ 3,548
Total assets	99,768	102,383	118,712	98,644
Total liabilities	75,698	80,113	93,540	75,785
Net assets	24,070	22,270	25,172	22,859

MANAGEMENT REPORT

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgments. Management has ensured that the financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements.

Management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal accounting and administrative controls to provide reasonable assurance that the financial information is relevant, reliable and accurate, and that assets are appropriately accounted for and adequately safeguarded.

The board of directors of SIAST is responsible for reviewing and approving the financial statements and, primarily through its audit committee, ensures management fulfills its responsibilities for financial reporting.

The audit committee is appointed by the board and is composed of directors who are not employees of SIAST. The audit committee meets periodically with management and with external auditors to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the external auditors' report, and also considers, for approval by the board, the engagement or reappointment of the external auditors. The audit committee reports its findings to the board for its consideration when approving the financial statements for issuance.

The financial statements have been audited by Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan have full and free access to the audit committee.

Dr. Robert G. McCulloch
President & CEO

Marine Perran
Vice President, Administrative Services

Cheryl McMillan
Associate Vice President, Financial Services

August 7, 2009

AUDITORS' REPORT

AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY

TO THE MEMBERS OF THE LEGISLATIVE ASSEMBLY

We have audited the statement of financial position of Saskatchewan Institute of Applied Science and Technology (SIAST) as at June 30, 2009, and the statements of operations, changes in net assets and of cash flows for the year then ended. SIAST is responsible for preparing these financial statements for Treasury Board's approval. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of SIAST as at June 30, 2009, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants

Saskatoon, Saskatchewan
August 7, 2009

G. Fred Wendel
Provincial Auditor

Regina, Saskatchewan
August 7, 2009

STATEMENT OF FINANCIAL POSITION

June 30, 2009, with comparative figures for 2008
(in thousands of dollars)

	2009	2008
Assets		
Current assets:		
Cash and cash equivalents (note 5)	$ 37,404	$ 46,050
Accounts receivable (note 6)	18,845	7,306
Inventories (note 7)	1,714	1,871
Prepaid expenses	560	352
	58,523	55,579
Investments (note 8)	1,683	1,957
Capital assets (note 9)	58,506	42,232
	$ 118,712	$ 99,768
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	$ 7,343	$ 5,767
Salaries and benefits payable	6,090	5,177
Unearned revenue (note 10)	4,961	4,947
Deferred grants (note 11)	18,395	13,061
Saskatoon Trades and Skills Centre funding (note 12)	13,423	17,693
Current portion of obligation under capital leases (note 13)	168	115
	50,380	46,760
Obligation under capital leases (note 13)	372	313
Deferred contributions (note 14):		
Capital	41,281	27,394
Scholarship and other trust funds	1,507	1,231
	93,540	75,698
Net assets:		
Net assets invested in capital assets	16,685	14,410
Net assets restricted for endowment (note 15)	788	887
Operating net assets	7,699	8,773
	25,172	24,070
	$ 118,712	$ 99,768

Commitments and contingencies (note 16)
See accompanying notes to financial statements.

On behalf of the Board:
Alan H.J. Thomarat, Chair — Gay Patrick, Audit Committee Chair

STATEMENT OF OPERATIONS

Year ended June 30, 2009, with comparative figures for 2008

(in thousands of dollars)

	2009 Budget	2009 Actual	2008 Actual
Revenue:			
Grants	$ 136,538	$ 137,977	$ 130,745
Contractual services	25,523	30,326	26,323
Tuition and fees	22,661	21,832	20,958
Sales	6,559	8,299	7,248
Amortization of deferred capital contributions	4,557	3,946	3,182
Investment income	1,040	649	1,320
Donations	560	777	577
Rentals	91	121	105
	197,529	203,927	190,458
Expenses:			
Salaries and benefits	133,107	133,495	122,129
Facilities rental	28,916	28,854	26,872
Materials and supplies	10,239	12,198	9,996
Services	11,543	13,166	12,084
Amortization	8,429	7,856	7,059
Travel and professional development	4,127	4,372	3,768
Equipment rental and repairs	1,938	1,508	1,677
Scholarships and awards	1,030	1,150	1,077
Loss (gain) on disposal of capital assets	-	127	(48)
	199,329	202,726	184,614
Excess (deficiency) of revenue over expenses	$ (1,800)	$ 1,201	$ 5,844

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET ASSETS

Year ended June 30, 2009, with comparative figures for 2008
(in thousands of dollars)

	Invested in Capital Assets	Restricted for Endowment	Operating Net Assets	2009 Total	2008 Total
Balance, beginning of year	$ 14,410	$ 887	$ 8,773	$ 24,070	$ 18,165
Excess (deficiency) of revenue over expenses	(4,037)	-	5,238	1,201	5,844
Net change to endowment balance	-	(99)	-	(99)	61
Invested in capital assets	6,312	-	(6,312)	-	-
Balance, end of year	$ 16,685	$ 788	$ 7,699	$ 25,172	$ 24,070

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended June 30, 2009, with comparative figures for 2008
(in thousands of dollars)

	2009	2008
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	$ 1,201	$ 5,844
Items not affecting cash:		
Amortization of capital assets	7,856	7,059
Amortization of deferred capital contributions	(3,946)	(3,182)
Change in non-cash working capital (note 18)	(8,023)	(1,368)
Loss (gain) on disposal of capital assets	127	(48)
Cash (used in) provided by operating activities	(2,785)	8,305
Financing and investing activities:		
Purchase of capital assets	(24,305)	(14,640)
Contributions for capital assets purchased	17,833	10,753
Increase in obligation under capital leases	279	44
Repayments of obligation under capital leases	(167)	(121)
Proceeds from sale of capital assets	48	109
Change in scholarship and other trust fund deferred contributions	276	(14)
Net change to endowment balance	(99)	61
Decrease (increase) in investments	274	(181)
Cash used in financing and investing activities	(5,861)	(3,989)
Net (decrease) increase in cash and cash equivalents	(8,646)	4,316
Cash and cash equivalents, beginning of year	46,050	41,734
Cash and cash equivalents, end of year	$ 37,404	$ 46,050

See accompanying notes to financial statements

NOTES TO FINANCIAL STATEMENTS

Year ended June 30, 2009
(in thousands of dollars)

1. Statutory Authority:

Saskatchewan Institute of Applied Science andTechnology (SIAST) was established as a public educational corporation by the Legislative Assembly of Saskatchewan under *The Institute Act* and is continued under *The Saskatchewan Institute of Applied Science and Technology Act*.

2. Significant Accounting Policies:

Pursuant to standards established by the Public Sector Accounting Board, SIAST is classified as a government not-for-profit organization. These financial statements have been prepared in accordance with Canadian generally accepted accounting principles applicable to not-for-profit entities and include the following significant policies:

(a) Revenue recognition:
SIAST follows the deferral method of accounting for grants and other contributions. Grants and contributions for expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred.

Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Contributions, including the related investment income, to scholarship and other trust funds are deferred and recognized as revenue in the year in which the conditions of the contribution are met.

Endowment contributions are recognized as direct increases in net assets in the year received.

Amounts received for tuition fees, contractual services, and sale of goods and services are recognized as revenue in the year that the goods are delivered or the services are provided.

(b) Cash and cash equivalents:
Cash and cash equivalents include cash and highly liquid securities with original terms to maturity of three months or less when purchased. Cash and cash equivalents are valued based on cost plus accrued income, which approximates fair value.

(c) Inventories:
Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Cost for inventories is calculated using the weighted average cost method. Administrative and program supplies and library periodicals are not inventoried.

(d) Investments:
Investments consist of a portfolio of bonds, equities, pooled investment funds and cash equivalents measured at fair value. Changes to fair value are recognized as revenue in the statement of operations or allocated to deferred contributions to the extent that external restrictions require income be deferred until used.

NOTES TO FINANCIAL STATEMENTS *continued*

Year ended June 30, 2009
(in thousands of dollars)

2. Significant Accounting Policies (*continued*):

(e) Capital assets:
Purchased capital assets are recorded at cost. Donated capital assets are recorded at fair market value upon receipt with an offsetting amount recorded to deferred contributions - capital. Amortization is charged to operations on the straight-line basis over the following estimated useful lives of the assets:

Asset	Period
Computer equipment	3 and 4 years
Furniture	10 years
Industrial and heavy equipment	10 years
Leasehold improvements:	
Ministry of Government Services owned properties	15 years
Other properties	Lease term
Office equipment, specialized equipment and library	5 years
Vehicles	8 years

(f) Use of estimates:
The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions regarding the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Actual amounts may differ from these estimates.

3. Change in Accounting Policy:

Effective July 1, 2008, SIAST implemented the Canadian Institute of Chartered Accountants (CICA) Handbook Section 3031, *Inventories*, which replaces Section 3030 of the same name. The new standard provides increased guidance on acceptable methods of determining the carrying cost of inventory and contains additional disclosure requirements (note 7). Adoption of Section 3031 had no impact on SIAST's financial results.

4. Recent Accounting Policy Developments:

(a) Capital disclosures:
The implementation date for CICA Handbook Section, 1535, *Capital Disclosures*, for non-profit organizations has been extended by one year. Consequently, SIAST will adopt this section effective July 1, 2009 to the extent required by the standard. This new standard will have no significant impact on SIAST's reporting requirements.

(b) Financial instruments:
During 2009, an amendment was made to Section 3855, *Financial Instruments - Recognition and Measurement*, that gives non-profit organizations the ability to choose not to apply the financial instrument standards of the section. SIAST has chosen to continue to follow the standards set out in Section 3855 that were implemented as of July 1, 2007.

Year ended June 30, 2009
(in thousands of dollars)

4. Recent Accounting Policy Developments (*continued*):

Additional amendments made to standards during 2009, allow non-profit organizations to continue to follow the disclosure requirements of Section 3861, *Financial Instruments - Disclosure and Presentation*, in place of new Sections 3862, *Financial Instruments - Disclosures*, and 3863, *Financial Instruments - Presentation*. SIAST implemented Section 3861 in 2008 and will continue to follow its guidelines.

(c) International Financial Reporting Standards (IFRS)
Many Canadian corporations are required to adopt IFRS starting on January 1, 2011. Adoption is optional for SIAST and other non-profit organizations.

In December 2008, the CICA, issued an Invitation to Comment, *Financial Reporting by Not-For-Profit Organizations*, seeking input on the future direction of financial reporting for non-profit organizations. SIAST continues to monitor and assess the impact of changes, if any, as a result of greater Canadian harmonization with international accounting standards.

5. Cash and Cash Equivalents:

	2009	2008
Cash	$ 17,396	$ 2,876
Cash equivalents	20,008	43,174
	$ 37,404	$ 46,050

Cash equivalents consist of highly liquid securities maturing within three months. The weighted average effective interest rate on these securities is 0.25% (2008 - 2.68%). Included in the cash and cash equivalents balance is $13,423 (2008 - $17,693) restricted for the development of the Saskatoon Trades and Skills Centre (note 12).

6. Accounts Receivable:

	2009	2008
Corporate	$ 707	$ 1,212
Federal government	1,079	892
Provincial government - General Revenue Fund	15,654	4,692
Student	120	134
Other	1,285	376
	$ 18,845	$ 7,306

7. Inventories:

	2009	2008
Bookstores	$ 1,542	$ 1,721
Food services	72	76
Shop and service supplies	100	74
	$ 1,714	$ 1,871

NOTES TO FINANCIAL STATEMENTS *continued*

Year ended June 30, 2009
(in thousands of dollars)

7. Inventories (*continued*):

The cost of inventory sold recognized as an expense during 2009 was $5,705 (2008 - $4,876). During the year, the value of inventory write-downs was $58 (2008 - $59) and there were no reversals of write-downs of inventory made in prior periods. As of June 30, 2009, there was no inventory pledged as security for liabilities.

8. Investments:

Investments consist of a diversified portfolio of mutual funds, individual equities, individual bonds, cash and cash equivalents. The portfolio is funded from endowment and long-term trust fund contributions. The rate of return for the portfolio in 2009 was negative 9.44% (2008 - negative 1.92%)

	2009	2008
Mutual funds	$ 663	$ 734
Equities	619	566
Bonds	303	495
Cash and cash equivalents	98	162
	$ 1,683	$ 1,957

9. Capital Assets:

			2009	2008
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment	$ 17,792	$ 12,831	$ 4,961	$ 3,878
Construction in progress	4,382	-	4,382	-
Furniture	5,930	3,028	2,902	2,445
Industrial and heavy equipment	29,065	16,855	12,210	11,207
Land	104	-	104	104
Leasehold improvements	40,750	11,835	28,915	19,550
Office equipment, specialized equipment and library	15,338	11,423	3,915	4,043
Vehicles	4,286	3,169	1,117	1,005
	$ 117,647	$ 59,141	$ 58,506	$ 42,232

The net book value of assets under capital lease was $586 (2008 - $474).

10. Unearned Revenue:

	2009	2008
Contractual services	$ 635	$ 478
Grants - operations and rent	2,891	2,517
Tuition and fees	1,173	1,126
Other	262	826
	$ 4,961	$ 4,947

NOTES TO FINANCIAL STATEMENTS *continued*

Year ended June 30, 2009
(in thousands of dollars)

11. Deferred Grants:

	TEL	Skills Training	Capital Assets	2009 Total	2008 Total
Balance, beginning of year	$ 872	$ 779	$ 11,410	$ 13,061	$ 9,869
Grants received	1,004	2,125	23,575	26,704	16,432
Recognized during the year	(1,112)	(1,908)	(18,350)	(21,370)	(13,240)
Balance, end of year	$ 764	$ 996	$ 16,635	$ 18,395	$ 13,061

Technology enhanced learning (TEL) deferred grants represent the unspent portion of funding received from the Ministry of Advanced Education, Employment and Labour (AEEL) that is restricted to projects that extend access and enhance program quality in post-secondary education through effective use of technologies.

Skills training deferred grants represent unspent grants that are restricted to the skills training initiatives for which AEEL provides funding to enable SIAST to respond regionally to emerging skills shortages.

Capital assets deferred grants represent unspent funding restricted for the acquisition of capital assets.

12. Saskatoon Trades and Skills Centre Funding

SIAST received $17,000 in 2007 from the Ministry of Advanced Education, Employment and Labour (AEEL) for development of the Saskatoon Trades and Skills Centre (STSC) at Mount Royal Collegiate. The contribution from AEEL, as well as any investment income earned on the funds is required to be used for the capital costs of renovating the facility. SIAST has been designated the managing partner of this project. The facility housing the STSC continues to be owned by Saskatoon Public Schools (SPS) and no amount for the renovations has been included in SIAST's capital asset balance.

The Saskatoon Trades and Skills Centre Inc. was incorporated on February 3, 2009 under *The Non-Profit Corporations Act* of Saskatchewan and will manage the operations of the STSC. The corporation's board of directors is comprised of representatives from the following STSC partners: SIAST, SPS, Greater Saskatoon Catholic Schools, Dumont Technical Institute, Saskatchewan Apprenticeship and Trade Certification Commission, Saskatchewan Construction Association, Saskatchewan Indian Institute of Technologies, the Ministry of Education and AEEL.

	2009	2008
Balance, beginning of year	$ 17,693	$ 17,181
Grants received	-	46
Restricted investment income	341	674
Expenditures	(4,611)	(208)
Balance, end of year	$ 13,423	$ 17,693

Year ended June 30, 2009
(in thousands of dollars)

13. Obligation Under Capital Leases:

	2009	2008
Balance, beginning of year	$ 428	$ 505
Repayments during the year	(167)	(121)
Additions during the year	279	44
Total	540	428
Less current amount	168	115
Long-term amount	$ 372	$ 313

Minimum lease payments under the capital leases, including interest, are as follows:

2010	$ 198
2011	194
2012	182
2013	18
2014	5
Total minimum lease payments	597
Less amount representing future interest	(57)
Net obligation under capital leases	$ 540

Interest rates on the leases range from 4.53% to 13.13%. Interest expensed during the year amounted to $36 (2008 - $37).

14. Deferred Contributions:

The balance is made up of the following:

(a) Capital:

Deferred contributions related to capital assets represent the unamortized portion of grants expended for capital assets.

	2009	2008
Balance, beginning of year	$ 27,394	$ 19,823
Amortization of deferred capital contributions	(3,946)	(3,182)
Contributions for capital assets purchased	17,833	10,753
Balance, end of year	$ 41,281	$ 27,394

(b) Scholarship and other trust funds:

Deferred scholarship and other trust fund contributions represent unexpended funds externally restricted for scholarships and other purposes.

Year ended June 30, 2009
(in thousands of dollars)

14. Deferred Contributions (*continued*):

	2009	2008
Balance, beginning of year	$ 1,231	$ 1,245
Change in value resulting from adoption of CICA Handbook Section 3855	-	92
Contributions and investment income earned during the year	1,265	913
Disbursements	(1,056)	(1,013)
Transferred from (to) endowments	67	(6)
Balance, end of year	$ 1,507	$ 1,231

15. Net Assets Restricted for Endowment:

Endowments consist of donations to SIAST where the donor requires SIAST to maintain the principal intact in perpetuity. The investment income generated from the endowed contributions must be used in accordance with the purposes established by the donor.

	2009	2008
Balance, beginning of year	$ 887	$ 826
Endowment contributions	31	55
Transferred (to) from deferred contributions	(67)	6
Investment loss in excess of accumulated investment income	(63)	-
Balance, end of year	$ 788	$ 887

The rate of return on endowed assets in 2009 was negative 9.44% (2008 - negative 1.92%). Disbursements from endowments are funded by the investment income earned on endowed funds. Accumulated investment income in excess of disbursements made, if any, is included in deferred contributions - scholarship and other trust funds.

	2009	2008
Accumulated investment earnings on endowed assets, beginning of year	$ 39	$ 112
Disbursements	(6)	(56)
Investment loss on endowed assets	(81)	(17)
Reduction in endowment balance due to investment loss	63	-
Accumulated investment earnings on endowed assets, end of year	$ 15	$ 39

16. Commitments and Contingencies:

(a) Operating leases:

SIAST has operating lease commitments for facilities and equipment. The majority of the facilities are leased on a continuing basis from the Ministry of Government Services. The equipment is leased from various private companies. A summary of the future minimum operating lease commitments over the next five years is as follows:

16. Commitments and Contingencies (*continued*):

	Facilities	Equipment	Total
2010	$ 30,486	$ 675	$ 31,161
2011	30,486	107	30,593
2012	30,425	-	30,425
2013	30,425	-	30,425
2014	30,425	-	30,425

(b) Capital projects:

The estimated cost to complete major capital projects in progress at June 30, 2009 is approximately $10,803 (2008 - $12,809). Funds received, but not yet expended, for these projects is recorded in deferred grants (Note 11).

(c) Outstanding legal claims:

The nature of SIAST's activities are such that there may be litigation pending at any time. SIAST records a liability, on a case-by-case basis, if the expected loss is both probable and can be reasonably estimated.

As at June 30, 2009, a potential liability exists relating to a lawsuit filed on behalf of certain non-permanent employees cl...ming damages related to their non-participation in the Public Employees Pension Plan. SIAST along with a number of government entities, including the executive government, were named in this, or similar, lawsuits. The executive government settled their lawsuit on October 10, 2007. However, the other government entities, including SIAST, have not settled. It is the opinion of management that retroactive pension contributions to some current and former employees will be likely; however, the amount of the potential liability cannot be reasonably estimated as no agreement on the terms of a settlement has been reached. The expense related to this claim, if any, will be reflected in the statement of operations in the period in which the cost becomes reasonably determinable. If the government should fund the cost of the settlement, the cost to SIAST would accordingly be offset by grant revenue.

As at June 30, 2009 a potential liability exists relating to an outstanding grievance that was presented to an arbitrator in May 2009. If the decision of the arbitrator is not in favour of SIAST, the magnitude of the liability is estimated at approximately $700. The outcome of the arbitrator's decision is not determinable at this time.

17. Pension Plans:

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are administered by the Ministry of Finance. Employer contributions of $6,218 (2008 - $5,601) were expensed during the year. Employer obligations associated with the defined benefits plans, with the exception of the Municipal Employee Pension Plan (MEPP), are the responsibility of the General Revenue Fund of the Government of Saskatchewan. MEPP is a multi-employer defined benefit plan, covering approximately 16,000 active members, of which 8 are employees of SIAST. The most recent annual actuarial valuation of the plan at December 31, 2008 indicated the plan is fully funded. The actuary does not attribute portions of the surplus to individual employers.

NOTES TO FINANCIAL STATEMENTS *continued*

Year ended June 30, 2009
(in thousands of dollars)

18. Change in Non-Cash Working Capital:

	2009	2008
Accounts receivable	$ (11,539)	$ (1,613)
Inventories	157	(260)
Prepaid expenses	(208)	280
Accounts payable and accrued liabilities	1,576	(822)
Salaries and benefits payable	913	(1,746)
Unearned revenue	14	(911)
Deferred grants	5,334	3,192
Saskatoon Trades and Skills Centre funding	(4,270)	512
	$ (8,023)	$ (1,368)

19. Related Parties:

These financial statements include transactions with related parties. SIAST is related to all Saskatchewan Crown corporations, ministries, boards and commissions under the common control of the Government of Saskatchewan. SIAST is also related to non-Crown enterprises subject to joint control and significant influence by the Government of Saskatchewan.

During the year, SIAST recognized grant revenue from the Ministry of Advanced Education, Employment and Labour (AEEL) for operations and rent in the amount of $137,977 (2008 - $130,745). Revenue of $3,630 (2008 - $2,866) was recognized in the year representing the amortization of deferred capital funding provided by AEEL.

Routine operating transactions with related parties are settled at exchange amounts which approximate prevailing market prices under normal trade terms. Transactions during the year, and amounts outstanding at year end, are as follows:

	2009	2008
Non-grant revenue	$ 24,865	$ 23,110
Operating expenses	35,101	36,560
Capital asset additions	12,973	5,751
Accounts receivable	15,706	4,790
Accounts payable	1,938	2,869
Unearned revenue	3,453	2,805

In addition, SIAST pays provincial sales tax to the Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Other transactions and amounts due to and from related parties are described separately in these financial statements and the notes thereto.

20. Expenses by Function:

	2009	2008
Programs	$ 123,980	$ 112,172
Facilities	31,002	28,567
Student services	13,986	12,870
Ancillary	7,645	6,662
Administration	26,113	24,343
	$ 202,726	$ 184,614

Bob Loewen
Regina

Jean Morrison
Saskatoon

Terry Parker
Regina

Guy Patrick
Regina

Pam Schwann
Craven

Brenda Stevenson
Cowessess First Nation

Bette Waldo
Moose Jaw

Associate
Vice-President,
Educational Services
Dr. Barb Ehrmann

Associate
Vice-President,
Student Affairs

Basic Education

Business &
Entrepreneurial

Community Services

Industrial Training

Science & Health

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Rod Gowdzin

Library Services
Heather West

Registrar
Kathy Larsen

Student
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Virtual Campus
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Garth McCormick

Controller
Patsy Chlanda

Donor and Alumni
Relations
Pam McLellan

Employee Relations
Don Scott

Facilities

Financial Planning
Sean Engemoen

Human Resource
Advisory Services
Terence Gauvin

ITS Clients &
Infrastructure
Services
Lawrence Boehm

ITS Architecture,
Applications &
Data Services
Raymond Saunders

People Strategies
Candace Laing
(on leave)

Public Affairs
Patricia Gauvin

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DIRECTORS

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